

MEMORANDUM FOR: Colonel White

13 January 1954

1. It is my personal belief that the most valuable type of report which can be required from supervisors is one which requires them to periodically examine their own activities with objectivity and a broad view. Most people are just too busy to do this unless they are required to do so.

2. I believe that a report could be required at quarterly intervals which could ensure such objective review and which would disclose pending problems that would otherwise be unrecognized until a crisis has arisen. Initially at least an outline of exact reporting requirements should be provided. This is not only a guide to the supervisor but it puts a tremendous compulsion upon him to disclose problems which he might otherwise attempt to conceal in the vain hope that he can himself solve his problems before they are so critical as to reflect upon his competence. The type of outline and questions which should be asked are as follows:

Workload (By individual function or component): Are all phases of your work being kept current? If not, in what specific areas are you falling behind? Is this a temporary situation or is this a shift in workload? What are the causes of the situation? What steps have been taken or are recommended to meet the workload? Are additional facilities or personnel necessary? Can need be met by temporary or permanent internal shifting of facilities or personnel? What steps, if any, can or should be taken to reduce the workload? (Simplification of procedures, decentralization, centralization, functional realignment, adoption of machine methods, etc.) What obstacles prevent immediate corrective action?

Relationships: With what Agency components or external organizations are you encountering lack of cooperation, friction, or disagreement on policy or procedural matters? What are the basic causes of the difficulties. What steps have been taken or are recommended to correct the situation? Can difficulties be eliminated or minimized by clarification of policy, revision of Agency regulations, or higher level liaison or intercession?

Objective Analysis: What recurring problems are being encountered? What steps have been taken or are recommended to eliminate these problems? What types of recurring problems are necessitating more communications, liaison and handling by supervisors than appears to be warranted by the significance of the issues or matters involved. Are these recurring individual problems of a type which can be standardized procedurally or for which a basic policy can be established? Can these be handled at a lower level?

Authorities: Do you and your subordinates have all of the authorities necessary and proper to the performance of your assignments? Do you or your subordinates have authorities which could functionally be better exercised elsewhere? Would further downward delegation of your authorities be warranted in terms of the competence and functional duties of subordinates.

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Security: Do all of your internal procedures and activities reflect the application of Agency security practices including:

a. Conformity with Agency Regulations on the security of office routines?

b. The application of compartmentation and "need-to-know" security concepts in connection with matters dealing with clandestine operations such as: separation of crytonyms and real identities, non-compilation and/or handcarrying of compilations of extremely sensitive data?

c. Are your facilities and techniques for the support of covert operations sufficiently diverse, flexible, and ingenious to meet the security standards established for the related covert operations? If not, in what respect are we inadequate? What action has been taken or recommendations made to correct the situation? If appropriate, are the security standards prescribed by the operating office considered unreasonable or unrealistic?

Advisory: Are there any Agency policies, procedures, or practices affecting your work and responsibilities which you believe should be reviewed for practical or ethical reasons? Are you aware of any policies which in their practical application are inadvertently leading to possible abuses or seemingly ill-advised practices. If so, specify and illustrate.

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